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4 June 1954

MEMORANDUM FOR: Deputy Director (Plans)
ATTENTION: Chief of Operations, DD/P
THRU: Director of Training
SUBJECT: Human Resources Program in DD/P, March - May 1954

1. Between 4 March and 18 May 1954, the 4½ hour initial phase of the Human Resources Program was conducted in DD/P with [redacted] supervisors in 5 groups. The groups were constituted approximately as follows: (1) Area Division Chiefs and Deputy Chiefs; (2) Division and Staff Chiefs in FP; (3) Division, Staff, and Branch Chiefs in FI; (4) Branch and Section Chiefs in SE. A 2½ hour summary of the Program was presented to (5) the Division and Staff Chiefs in PW. 25X1A

2. The Human Resources Program is conducted as a discussion of the most elementary principles of effective management within the context of the concrete management problems of supervisors in CIA.

3. The management problems that came up for discussion in the group meetings and the suggestions that were made for improving management included most of the problems and suggestions that have been encountered in conducting the Human Resources Program with approximately [redacted] supervisors throughout the Agency. 25X1A

4. I believe that several examples of excellent management in DD/P could be used with great effectiveness to stimulate sound management throughout the clandestine services.

5. The five problem areas that received major attention in the group discussions are listed below.

a. Planning for management improvement. Genuine interest was expressed in exploring the management requirements of the clandestine services and in defining the specific jobs to be tackled to improve the management aspects of operations in DD/P. There was evident need for the direction and coordination of such efforts within DD/P.

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b. Career service. Due in large measure to hopes that had been raised but that had not materialized, confusion about the career service program appeared to be the source of the most serious personnel problems,- especially with reference to personnel returning from overseas without definite next assignments.

c. Clarification of functions. The need was generally expressed for clearer statements of the specific mission, responsibilities, authority, and working relationships of each supervisor. This seemed to be the most promising approach to a clarification of the functions of all operating components.

d. Evaluating supervisors as managers. There was considerable interest in the need to evaluate the management competence of supervisors, in contrast to their substantive interests and abilities, especially in the selection of supervisors for higher levels of management responsibility.

e. The Branch Chief in the area divisions. The basic question of central coordination and control of operations was consistently resolved into the suggestion that the position of Branch Chief in the area divisions should be recognized as the natural focus of responsibility for the effective management of clandestine operations.

6. There is, of course, a tremendous reservoir of talent in the DD/P offices. These discussions with DD/P supervisors were the most interesting that I have had in conducting this program. There appears to be a strong enough interest in improving management for the organization to move a long way toward the solution of DD/P management problems if adequate communication regarding management problems and the time and energy to concentrate on management problems can be provided from the office of the Deputy Director.

7. I shall be happy to discuss this brief report in any detail that you may wish.


Chief, Management Training Division

25X1A

Attachment:

Two page dittoed statement on Human Resources Program

OTR/JBW:djw (4 June 1954)

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